MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BPM3014 – PROJECT MANAGEMENT

(All Sections)

5 MARCH 2016
2.30 p.m. - 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWO (2)** sections.
2. Answer **ALL** questions in Section A.
3. Answer **ANY TWO (2)** questions in Section B.

SECTION A: COMPULSORY QUESTIONS (40 MARKS)

There are FORTY (40) questions in this section. Candidates MUST answer ALL questions.

1. Yolanda is the project manager of the Data Migration Project for her organization. As the project manager she should identify which project management processes are most appropriate for this type of project. What is a project process?
   a. The creation of a product
   b. The progressive elaboration resulting in a product
   c. A series of actions that bring about a product, result or service
   d. A series of actions that allow the project to move from concept to deliverable

2. There are five project management process groups that allow projects to move from start to completion. Which one of the following is NOT one of them?
   a. Initiating
   b. Planning
   c. Communicating
   d. Closing

3. Of the following, which is the logical order of the project management processes?
   a. Initiating, planning, monitoring and controlling, executing, closing
   b. Initiating, planning, executing, monitoring and controlling, closing
   c. Planning, initiating, monitoring and controlling, executing, closing
   d. Planning, initiating, executing, closing, monitoring and controlling

4. You are the project manager of the GRT Tower Project. Your project team announces how they are happy to be done with project planning. You inform the team, however, that you and they will likely be returning to project planning throughout the project. This ongoing process of project planning is also known as _____.
   a. Constant integration planning
   b. Rolling wave planning
   c. Continuous planning
   d. Phase gates

5. You are the project manager for a pharmaceutical company. You are currently working on a project for a new drug your company is creating. A recent change in a law governing drug testing will impact your project and change your project scope. The first thing you should do as a project manager is:
   a. Create a documented change request
   b. Proceed as planned
   c. Consult with the project stakeholders
   d. Stop all project work until the issue is resolved

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6. You are the project manager for the HALO Project. You and your project team are preparing the project plan. Of the following, which one is a project plan development constraint you and your team must consider?
   a. The budget as assigned by management
   b. Project plans from similar projects
   c. Project plans from similar projects that have failed
   d. Interviews with SMEs who have experience with the project work in your project plan

7. You are the project manager of a new project to develop a new software product. Management has not required a formal project management plan in the past, but they'd like you to develop a project management plan to serve as a model or template for all other projects in the organization. The primary purpose of your project management plan is:
   a. To define the work to be completed to reach the project end date
   b. To define the work needed in each phase of the project life cycle
   c. To prevent any changes to the scope
   d. To provide accurate communication for the project team, project sponsor, and stakeholders regarding how the project will be executed, controlled and closed

8. Of the following, which one is an input to project plan development?
   a. Assumptions
   b. Outputs from other project management processes
   c. Earned value management
   d. Business needs

9. Henry is the project manager for his organization, and management has asked him to create a project management plan to define the scope statement. Which project management plan guides the creation of the detailed project scope statement?
   a. The charter
   b. The project management plan
   c. The project scope plan
   d. The project scope management plan

10. You are the project manager of the GYH Project. This project will create a walking bridge across the Pahang River. You've been asked to start the process of creating the project scope statement and you need to gather the elements for this process. Which one of the following is NOT needed to define the project scope?
    a. A project charter
    b. Organizational process assets
    c. A risk management plan
    d. Requirements documentation

Continued...

11. You are the project manager of the BHY Project. Your project customer has demanded that the project be completed by December 1st. December 1st is an example of which one of the following?
    a. A constraint
    b. An assumption
    c. A project boundary
    d. Product acceptance criteria

12. Marvin is the project manager of the Highway 41 Project and he's working his project team members to create the WBS. Marvin shows the team how to break down the project scope into the WBS components, but the team doesn't understand how far down the breakdown should occur. Marvin should call the lowest-level item in a WBS what?
    a. A deliverable
    b. A work package
    c. An activity
    d. A leaf object

13. You are the project manager of the HGF Project. Your project team members report they are 30% complete with the project. You have spent $25000 of the project's $250000 budget. What is the earned value for this project?
    a. 10%
    b. $75000
    c. $25000
    d. Not enough information to determine

14. You are using a previous similar project to predict the costs of the current project. Which of the following best describes analogous estimating?
    a. Regression analysis
    b. Bottom-up estimating
    c. Organizational process assets
    d. Enterprise environmental factors

15. You are the project manager of RAYA Project. Your BAC is $600000. You have spent $270000 of your budget. You are now 40% done with the project, though your plan called for you to be 45% done with the work by this time. What is your CPI?
    a. 100
    b. 89
    c. 0.89
    d. 0.79

Continued...

16. A project had a budget of $750000 and was completed on time. The project expenses, however, were 15% more than what the project called for. What is the variance at the completion for this project?
    a. Not enough information to tell
    b. $112500
    c. $637500
    d. $750000

17. You are the project manager for the BBB Project. Stacy, a project team member, is confused about what QA is. Which of the following best describes QA?
    a. QA is quality assurance for the overall project performance
    b. QA is quality acceptance according to scope verification
    c. QA is quality assurance for the project deliverable
    d. QA is quality assurance for the project stakeholders

18. The Photo Scanning Project is similar to another project you have completed. Your project is to electronically store thousands of photos for your city's historical society. Quality is paramount on this project. Management approaches you and asks why you have devoted so much of the project time to planning. Your response is which of the following?
    a. This is a first-time, first-use project, so more time is needed for planning
    b. Planning for a project of this size, with this amount of quality, is mandatory
    c. Quality is planned into a project, not inspected in
    d. Quality audits are part of the planning time

19. You are the project manager for the recently initiated Floor Installation Project. Today you plan to meet with your project team to ensure that the project is completed with no deviations from the project requirements. This process is which of the following?
    a. Quality planning
    b. Quality management
    c. Quality control
    d. Quality assurance

20. You are the project manager for the ASE Project, which must map to industry standards in order to be accepted by the customer. You and your team have studied the requirements and have created a plan to implement the deliverables with appropriate level of quality. What is this process called?
    a. Quality planning
    b. Quality management
    c. Quality control
    d. Quality assurance

Continued...

21. MOINS Project requires coordination with the director of manufacturing, HR, the IT department, and the CIO. This is an example of what type of input to organizational planning?
    a. Organizational interfaces
    b. Technical interfaces
    c. Interpersonal interfaces
    d. Human resource coordination

22. You are the project manager of the Newton Construction Project. This project will use internal and external employees on your project team. Your project requires an electrician at month 8. This is an example of which of the following?
    a. Organizational interfaces
    b. Staffing requirements
    c. Contractor requirements
    d. Resource requirements

23. You are the project manager in an organization with a weak matrix. Your project team will come from three different lines of business within the organization and they are also working on at least two other projects. Who will have the authority in your project?
    a. The project manager
    b. The customer
    c. Functional management
    d. The team leader

24. You are the project manager for a project and it has several human resource issues that must be coordinated and approved by the labour union. Which of the following statements is correct about this scenario?
    a. The union is considered a resource constraint
    b. The union is considered a management constraint
    c. The union is considered a project stakeholder
    d. The union is considered a project team member

25. You are the project manager of the Blue Sky Network Upgrade Project. You have 15 project team members and you're speaking with them about the importance of communication. You show them the communication model and give examples of each of the components of the model. One of the project team members asks for an example of noise. Of the following, which one is an example of noise?
    a. Fax machine
    b. Ad-hoc conversations
    c. Contractual agreements
    d. Distance

Continued...

26. You are the project manager and the management has requested that you create a document detailing what information will be expected from stakeholders and to whom that information will be disseminated. Management is asking for which one of the following?
    a. The roles and responsibilities matrix
    b. The scope management plan
    c. The communications management plan
    d. The communications worksheet

27. You have 32 stakeholders on your project. How many communication channels do you have?
    a. Depends on the number of project team members
    b. 496
    c. 32
    d. 1

28. Your project had 19 stakeholders initially. Recently you have added 3 team members to the project. How many more communication channels do you have now compared with before?
    a. 171
    b. 231
    c. 60
    d. 1

29. Mary and Thomas are project managers for their organization and they're discussing risk management and risk responses. Thomas insists that an organization should never accept a project risk and Mary says that sometimes it's okay. They've called on you, a project management expert, to help with this decision. When is it appropriate to accept a project risk?
    a. Never
    b. All risk must be mitigated or transferred
    c. It is appropriate to accept risk if the project team has never completed this type of project work before
    d. It is appropriate if the risk is in balance with the reward

30. Frances is the project manager of the LKJ Project. Which of the following techniques will she use to create the risk management plan?
    a. Risk tolerance
    b. Status meetings
    c. Planning meetings
    d. Variance meetings

Continued...

31. You are the project manager of the GHK Project. You and the manufacturer have agreed to substitute the type of plastic used in the product to a slightly thicker grade should there be more than 7% error in production. The thicker plastic will cost more and require the production to slow down, but errors should diminish. The 7% is an example of which of the following?
    a. Threshold
    b. Tracking
    c. Budgeting
    d. JIT manufacturing

32. You are presented with the following table:

Risk Event	Probability	Impact Cost/Benefit	EMV
1	0.20	-4000	
2	0.50	5000	
3	0.45	-300	
4	0.22	500	
5	0.35	-4500	

What is the EMV for Risk Event 3?
    a. $135
    b. -$300
    c. $45
    d. -$135

33. You are the project manager of the Adams Bridge Project. Some of the work in the project contains pure risk that you're not willing to accept. You decided to mitigate the pure risks in this project. Which of the following may be used as a risk mitigation tool?
    a. The vendor proposal
    b. The contract
    c. The quotation
    d. Project requirements

34. You are the project manager for B89A Project. You have created a contract for your customer. The contract must have what two things?
    a. An offer and consideration
    b. Signatures and stamp of a notary public
    c. Value and worth of the procured item
    d. Start date and acceptance of start date

Continued...

35. Brad is the project manager of the FT Hardware Project. He's relying on the project scope to help him analyze the procurement needs of the project. The project scope statement can help a project manager create procurement details. Which of the following best describes this process?
    a. The project scope statement defines the contracted work
    b. The project scope statement defines the requirements for the contract work
    c. The project scope statement defines the contracted work, which must support the requirements of the project customer
    d. Both parties must have and retain their own copy of the product description

36. Akimura has outsourced a portion of a project to a vendor. The vendor has discovered some issues that will influence the cost and schedule of its portion of the project. How must the agreement be updated?
    a. As a new contract signed by Akimura and the vendor
    b. As directed by the contract change control system
    c. As a memo and SOW signed by Akimura and the vendor
    d. Project management contracts have clauses that allow vendors to adjust their work according to unknowns

37. You are the project manager of HIJ Project for your organization. This project has recently been chartered and you're starting the process of stakeholder identification. In this process, you're working with your project team, some of the known stakeholders, and your project sponsor. Which one of the following inputs will you NOT need for the stakeholder identification process?
    a. Organizational process assets
    b. Communication management plan
    c. Procurement documents
    d. Project charter

38. You are the project manager for your organization. Management has asked you to create a stakeholder classification model to show the amount of authority stakeholders have over project decisions in relation to how much their political capital and position in the company could affect the project. What type of stakeholder classification model should you create?
    a. A power/influence grid
    b. A RAM matrix
    c. An influence/impact grid
    d. A RACI chart

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39. Harry has been tasked to create a salience model for his project. This model defines three characteristics for project stakeholders. Which one of the following is NOT one of the three characteristics of the stakeholders mapped in the salience model?
    a. Power
    b. Urgency
    c. Legitimacy
    d. Influence

40. You are the project management consultant for your company and you're meeting the stakeholders for the first time. Mary, a stakeholder, tells you that she hates the project and she hopes that it fails miserably. What type of stakeholder is Mary?
    a. Resistant
    b. Unhappy
    c. Honest
    d. Defiant

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) questions in this section. Candidates MUST answer ANY TWO (2) questions.

Question 1 (30 Marks)

Given the information below, i) identify how much it would cost for each day you crash the schedule. ii) Determine the critical path using normal times. iii) Determine the order in which you would crash the project 1 day, 2 days, etc. until it is in an all crash mode.

Activity	Predecessor	Normal time	Normal cost	crash time	crash cost	crash cost per day
A	-	12	200	9	350	
B	A	8	300	8	300	
C	A	9	250	7	450	
D	B	6	400	5	600	
E	B,C	5	150	4	225	
F	C	10	500	9	650	
G	D,E,F	8	400	6	900	

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Question 2 (30 Marks)

a) The MegaRaya Project is comprised of 10 activities with the following relationships:

- A is the first activity
- B, C, and D are dependent on A
- E and F are dependent on B
- G is dependent on C
- H is dependent on C and D
- I is dependent on F and G
- J is dependent on E, I and H
- J is the last task

Furthermore;

a) Activity	b) Duration (Months)
A	2
B	1
C	3
D	1
E	4
F	3
G	2
H	1
I	2
J	1

Based on the information given draw the project's activity network diagram and determine the project's critical path. (20 Marks)

b) Your project is running well. The last EVM report, you see the CPI = 1.2, SPI = 0.8, the PV = $600k and the SV = -$120k, what's the CV? (5 Marks)

c) A project manager has just learned that the schedule performance index (SPI) for his project is 85 percent. The calculation of the cost performance index (CPI) is 107 percent. How would you describe this project both in terms of budget and schedule? (5 Marks)

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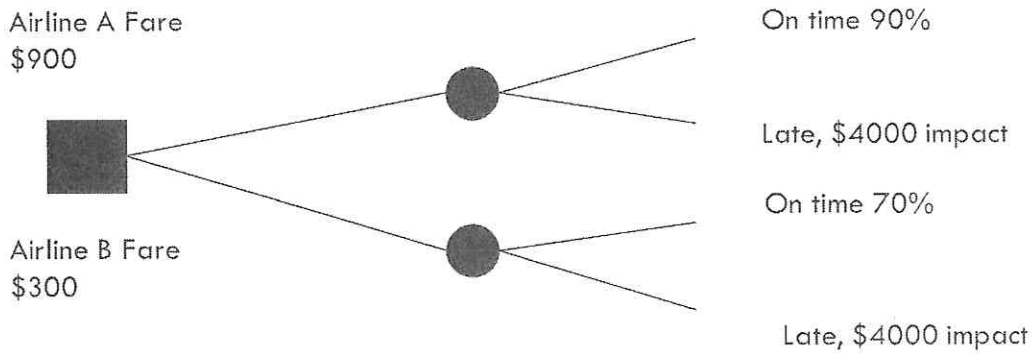
Question 3 (30 Marks)

a) You need to go to Chicago. You can take airline A or B. Considering the data provided, which airline should you take? (10 Marks)



b) Given the following decisions, classify them according to the different risk management strategies in project management. (20 Marks)

I. Remove a work package or activity from project
II. Assign a team member to visit seller's facilities frequently to learn about a problem with delivery as early as possible
III. Move a work package to a date when a more experienced resource is available to be assigned to the project
IV. Begin negotiation for the equipment earlier than planned so as to secure a lower price
V. Outsource a work package so as to gain opportunity
VI. Notify management that there could be a cost increase if a risk occurs because no action is being taken to prevent the risk
VII. Remove troublesome resource from the project
VIII. Provide a team member who is less experienced with additional training
IX. Train the team on conflict resolution strategies
X. Outsource difficult work to a more experienced company

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